

March 1, 2013

Via Email Only

Paul.clanon@cpuc.ca.gov

Mr. Paul Clanon
Executive Director
California Public Utilities Commission
505 Van Ness Avenue
San Francisco, CA 94102-3298

Re: General Order 156 Compliance Filing – 2012 Annual Report and Annual Plan

Dear Mr. Clanon,

Golden State Water Company (GSWC) is pleased to submit an electronic copy of its 2012 Annual Report on the Utilization of Women, Minority, and Serviced-Disabled Veteran Business Enterprises (WMDVBE) and its 2013 Annual Plan. This Annual Report and Annual Plan are filed pursuant to Section 5.2 of Decision No. U-168W and the February 10, 2012 direction from the California Public Utilities Commission (CPUC) provided to the utilities submitting WMDVBE reports



Keith Switzer

Vice President-Regulatory Affairs



Emma Maxey

Supplier Diversity Manager

cc: Douglas Phason
Stephanie Green



2012 Annual Report

for Utilization of Women Minority and Disabled Veteran Business Enterprises

Commitment to Diversity

Overview of Our Supplier Diversity Program



Golden State Water Company recognizes the value of Supplier Diversity as a strategic business decision, and is committed to seek and identify diverse suppliers and offer them equitable opportunities to compete for contracts to supply materials and services to Golden State Water.

We acknowledge that a robust Supplier Diversity initiative broadens the supplier base, stimulates competition, and ensures that Golden State Water Company receives the highest quality materials and services at the best available prices.

As a California Public Utility Commission (CPUC) regulated water utility, Golden State Water Company’s supplier diversity goal is to procure 21.5% of its total procurement from certified WBEs, MBEs and DVBES.

Our program is established on the principles of fair, equitable and ethical business practices. The aim of the Golden State Water-Supplier relationship is that of a mutually beneficial partnership based on integrity and consistent with the agreed upon terms. Business will be conducted within generally accepted professional codes of conduct. During the sourcing process, Golden State Water Company employees will not offer to or accept from suppliers; entertainment, gifts or other gratuities.

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Message from Golden State Water Company's President and CEO



Golden State Water Company (GSWC) is pleased to submit its 2012 Annual Report on the Utilization of Women, Minority, and Disabled Veteran Business Enterprises (WMDVBE) . This 2012 Annual Report represents the second year that GSWC's Report has been filed in compliance with the requirements of the California Public Utility Commission's General Order 156. Previously, GSWC reported its annual progress in the supplier diversity area under the terms of its 2004 Memorandum of Intent. Thus,

this year is the ninth year that GSWC has reported on the progress of its Supplier Diversity Program to the California Public Utilities Commission.

I am pleased to report that GSWC's spending with certified Diverse Business Enterprises (DBE) for 2012 represented approximately \$11.5 million or 13.4 percent of GSWC's total spending. This represents the fifth consecutive year that the percentage of GSWC's annual spending with qualified DBE suppliers has increased. GSWC will continue to provide and increase procurement opportunities for certified WMDVBEs through inclusion of these businesses in our procurement process.

At GSWC, we understand that the overarching goal of the Supplier Diversity Program is to increase the number of qualified suppliers that participate in our procurement process. Increasing the number of

suppliers increases competition among our suppliers, helping to ensure that GSWC receives goods and services at the best available cost. The overall number of diverse vendors receiving contracts with GSWC increased by two. Moreover, three percent of the DBE's receiving contracts in 2012 were new contractors introduced to our supply chain in 2012.

As we look forward to 2013 and beyond, our goal is to continue the increasing level of contracting with our DBE vendors and to strive toward meeting the goals as set forth in GO 156.

A handwritten signature in dark ink that reads "Robert J. Sprowls". The signature is fluid and cursive, with a large, stylized 'S' at the end.

Robert J. Sprowls
President & CEO

Golden State Water Company 2012 Annual WMDVBE Report

INTRODUCTION

Golden State Water Company (GSWC) hereby submits the 2012 Annual Supplier Diversity Program report in compliance with the requirements of the California Public Utilities Commission (CPUC) General Order 156. This report outlines the program activities and results that GSWC achieved for the period beginning January through December, 2012. The report will describe our 2012 diversity program progress and activities. We will also define our supplier diversity purchasing goals for 2013 through 2014.

This is the second year the water utilities are reporting under the guidelines of GO 156, although we have always complied with the same requirements under our Memorandum of Intent. Golden State Water Company is still working to develop

all of the necessary steps to be consistent with the new reporting and will continue to enhance our progress as we move forward.

2012 HIGHLIGHTS

New Diverse Business Enterprises (DBE) added to database

As a result of our outreach activities, we increased the number of new registered pre-screened suppliers to our internal database, adding 55 firms. These companies offer a variety of services, including, but not limited to: Fleet Dealer, Realtor, Public Accountant, Translator, IT Consultant, Electrical Engineer, Legal, and Pest Control.

Technical Assistance and Capacity Building Program


GSWC recognizes suppliers have different skill-sets and understanding of how to do business with us. A proposal by the Joint Utilities, a group comprised

of representatives from each of the major CPUC regulated utilities including water, to implement a technical assistance and capacity building program was formalized and approved through an Order instituting Rulemaking (OIR) to support a three-tiered platform. The three tiered platform provides three different tracks depending on the level of the DBE and business needs. GSWC supports this program and is working with the California Water Association (CWA) Utility Supplier Diversity Program (USDP) committee to develop our program that supports our commitment to the Tier 1 program of the technical assistance and capacity building program.

Two Successful Business Opportunity Fairs

GSWC in conjunction with the California Water Association (CWA) Class A water utilities hosted two business opportunity





fairs in Northern and Southern California. These fairs provided an opportunity for the water companies to bring their prime and subcontractors together to network along with the senior sourcing representatives from the companies for matchmaking.

2012 CHALLENGES

Increasing DBE opportunities during the RFP/RFQ process

GSWC is working towards improving the bidding process in order to increase supplier inclusion. As part of this process, we are working to increase access to the master database of pre-qualified suppliers.

Timely updates to the master database will ensure all business units have a current listing of pre-qualified suppliers.

Implementing software to capture Standard Industrial Classification (SIC) Codes

The requirement for the Water Utilities to start reporting the product and service spend with our DBEs by SIC codes will result in us not properly classifying suppliers/vendors in the appropriate categories as required under GO 156. As the industries evolve and new technologies emerge, GSWC and other public entities will continue to see gaps in our ability to match suppliers with relevant codes under the current outdated code system.

Second-Tiered reporting from our Prime Contractors

An obligation for participation from our Prime contractors to report back to GSWC their use of DBE subcontractors must be a mandatory requirement. GSWC is working with its Prime Contractors to increase

their understanding and benefits of this initiative.


9.1.1 Description of WMDVBE Program Activities Internal/ External

INTERNAL ACTIVITIES

First quarter

GSWC began putting into place the process of using the Standard Industrial Classification (SIC) codes for reporting our diverse supplier activity. This is consistent with the other utilities. The water companies met with the Joint Utilities and determined we would all use the same templates but altered to match the classifying industries unique to water.

GSWC modified our vendor application to perspective vendors by requesting they provide both SIC codes and NAICS



codes as a condition for approval. The NAICS codes were requested since the SIC codes are out dated.

In 2011, the water utilities were given three years to implement usage of SIC codes in our annual reporting. GSWC is concerned that the implementation of SIC code usage at this time is counterproductive since many of the products and services we procure will not have the proper “SIC” code associated with it. Arbitrary assignment of SIC codes to the supplier’s “spend” will require us to select from a 2 digit standardized template that can result in the descriptions in categories that may include different classes that are unrelated. SIC codes were established in 1937 and augmented in 1997 by the addition of the North American Industry Classification System (NAICS). We recommend the CPUC

move to use the most current tools that are available and able to convert outdated codes.

Second quarter

GSWC’s commitment to implement a Technical Assistance and Capacity Building program complying with the requirements of an OIR is a collaborative effort with the USDP committee. The water companies’ commitment to support Tier 1 of the multi-tiered program includes developing a program that targets existing DBE Businesses having one to three years’ experience in business and less than \$1 million in revenues. Our program includes an educational component for prospective DBE suppliers, as well as outreach to prime suppliers to develop their second-tier subcontracting programs.

The USDP team contracted with two consultants, Charles Twamugabo of

Shamrock ValCat, Inc., who helped lay the foundation of our vision of how we wanted to structure our program. Lily Otieno of Infinity Business Solutions was brought on later to help build on the initial foundation and created a new vision and concept that was implemented called, “Contract Readiness Programs”. This program has three main components we feel correlates with our goal to support our commitment to Tier 1. The following outlines our objectives;

(1) Referral to SBA, Community colleges and other business training

The utilities will supplement small business development by offering Community College and the SBA centers by formalizing and expanding procurement information (how utilities contract, what we buy and supplier requirements)





(2) Training with an Edge to give you the Edge

This component is geared towards training opportunities, which are not currently offered by SBA and community colleges, geared towards the fundamentals of doing business with CWA member companies.

(3) Growth Mentoring and Coaching:

This segment is focused on development and mentoring of suppliers. It also includes inclusion in sourcing, setting up capability meetings and other opportunities to meet buyers on a one on one basis.

Third quarter

GSWC added language to the RFP/ RFQ encouraging our Primes to utilize WMDVBE subcontractors whenever possible if the contracts entered into is greater than \$250K. At the end of the year, each Prime Contractor is

required to report on the results of all subcontracting efforts with DBEs.

Fourth quarter

During the fourth quarter GSWC's engineering team including the VP of Asset Management, Engineering Managers, and Procurement Manager, Contract Administrator and Manager of New Business along with the Supplier Diversity Manager and VP of Regulatory Affairs hosted meetings with four major firms where they were invited to present their capabilities and to showcase their Company.

Officer Involvement


GSWC's executives, directors, and managers consider supplier diversity a high priority and continued in their support of WMDVBE initiatives. They remain committed to developing a robust pool of diverse qualified suppliers, facilitating and promoting

outreach, and educating DBEs throughout the communities we serve.

Employee Awareness and Education

The Diversity Manager continues to meet with various business units within the company and share best practices on supplier diversity. Information was provided to all GSWC staff responsible for sourcing to utilize the supplier clearinghouse as a resource to search for potential vendors.

GSWC's CEO and President, VP of Regulatory Affairs and Supplier Diversity Manager attended the annual En Banc where the representative speaking on behalf of the water companies report before the CPUC Commissioners and all CPUC Regulatory Utilities an open dialog on each Companies compliance with GO 156. The En Banc is helpful and provides a forum for the



Commissioners, CBOs and Suppliers to critique our commitment to support diversity initiatives whether it's good or bad. Having our senior representative's present allows them to support the Supplier Diversity Manager's message when educating employees on new legislation and changes we have to adhere to with respect to GO 156.

Sharing our calendar of events with employees to participate in outreach has been successful and provides many an opportunity to go out in the communities we serve to meet with potential vendors.

We continue to use various multimedia technologies to get the message out to our employees on updates on Supplier Diversity.

EXTERNAL ACTIVITIES

Workshops and Conferences

GSWC participated in many California Public Utilities Commission (CPUC) sponsored small business expos, Community Based Organization (CBO) sponsored events, matchmaking, symposiums, the annual En Banc. Each event creates opportunities to meet new potential suppliers and reconnect with existing suppliers.

We will continue to support and work with the Joint Utilities, California Utilities Diversity Council (CUDC), Southern California Minority Business Development Council (SCMSDC), Northern California Minority Supplier Development Council

(NCMSDC), National Minority Supplier Development Council and many CBOs throughout the State.

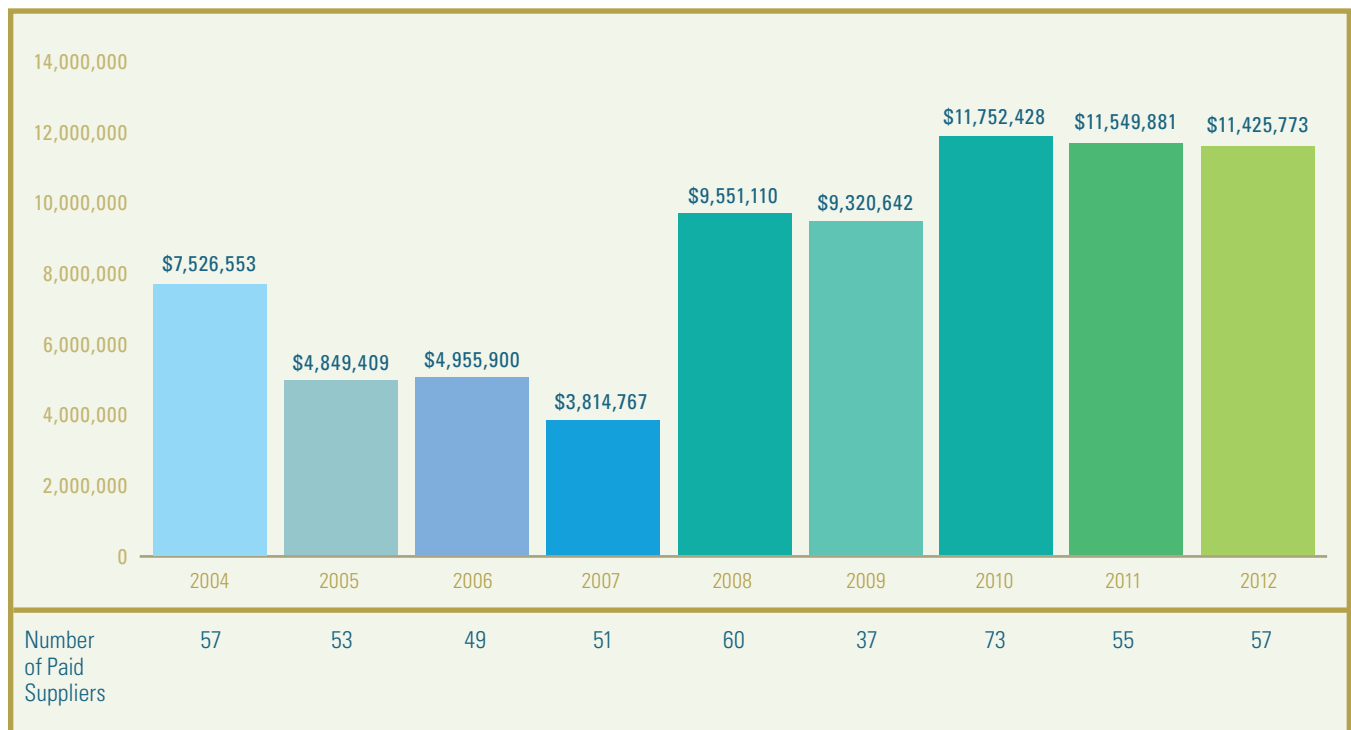
We continue to work with the Service Disabled Veterans by supporting their programs. GSWC is a sponsor for the Los Angeles Chapter Elite SDVOB Network. This is the third year we have sponsored this chapter. The complete list of events representing various activities, CBO affiliations, and CWA USDP members are described in Tables A, B, and C.



9.1.2 Summary of WMDVBE Purchases/Contracts

The graph below shows the progress GSWC has made since the conception of its Supplier Diversity Program. There has been a steady increase towards the goal as set forth in General Order 156.

TOTAL PAYMENT TO CERTIFIED SUPPLIERS



The number of DBE suppliers in GSWC's database and consistent with the clearinghouse was approximately 285 including the 55 new DBEs added in 2012.

Payments to certified suppliers totaled \$11,425,773, a slight decrease from 2011. The percentage of spend for 2012 is 13.4%, an increase from 2011 which was 11.3%.

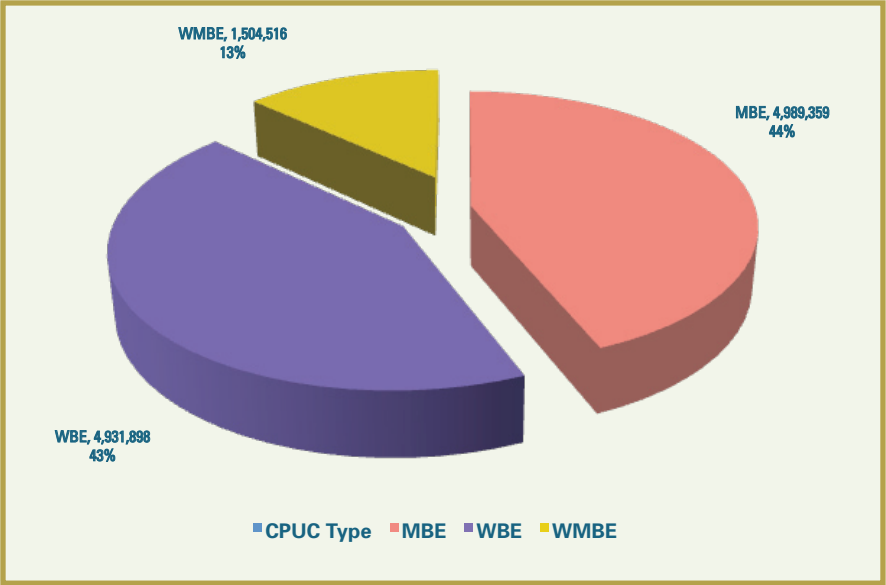
UTILITY SUPPLIER DIVERSITY PROGRAM ANNUAL RESULTS BY ETHNICITY 2012

Line No.			Direct \$	Sub \$	Total \$	%
1	Minority Men	Asian-Pacific	313,714	0	313,714	0.4%
2		Black	77,501	0	77,501	0.1%
3		Hispanic	3,781,288	183,390	3,964,678	4.6%
4		Native American	73,760	0	73,760	0.1%
5		Other	0	0	0	0.0%
6		Total Minority Men	\$ 4,246,262	\$ 183,390	\$ 4,429,652	5.2%
7	Minority Women	Asian-Pacific	555,158	0	555,158	0.6%
8		Black	592,961	4,281	597,242	0.7%
9		Hispanic	796,067	115,757	911,824	1.1%
10		Native American	0	0	0	0.0%
11		Other	0	0	0	0.0%
12		Total Minority Women	\$1 ,944,186	\$ 120,038	\$ 2,064,224	2.4%
13	Total Minority Business Enterprise (MBE)		\$ 6,190,448	\$ 303,428	\$ 6,493,876	7.6%
14	Women Business Enterprise (WBE)		4,892,874	39,024	4,931,898	5.8%
15	Subtotal Women, Minority Business Enterprise (MWBE)		11,083,321	342,452	11,425,773	13.4%
16	Service Disabled Veteran Business Enterprise (DVBE)		0	0	0	0.0%
17	Total Business Enterprise (WMDVBE)		\$ 11,083,321	\$ 342,452	\$ 11,425,773	13.4%
18	Gross Procurement				\$176,837,533	
19	Exclusions				\$ 91,294,884	
20	Net Procurement				\$ 85,542,648	
21	Total Procurement				\$ 85,542,648	

SUM 2012 PAYMENTS

Current CPUC Type	Payment
MBE	\$ 4,989,359
WBE	\$ 4,931,898
WMBE	\$ 1,504,516
Total	\$ 11,425,773

2012 PAYMENTS BY CPUC TYPE



UTILITY SUPPLIER DIVERSITY PROCUREMENT BY DIRECT PRODUCTS AND SERVICES

				Products		Services		Total	
			Direct	\$	%	\$	%	\$	%
1	Minority Male	Asian-Pacific	Direct	1,083	N/A	312,630	N/A	312,630	N/A
2		Black	Direct	21,545	N/A	55,955	N/A	77,500	N/A
3		Hispanic	Direct	3,053,132	N/A	785,602	N/A	3,838,734	N/A
4		Native American	Direct	73,760	N/A		N/A	73,760	N/A
5		Other	Direct		N/A		N/A		N/A
6		Total Minority Men	Direct	3,149,520	N/A	1,154,187	N/A	4,303,707	N/A
7	Minority Female	Asian-Pacific	Direct	537,126	N/A	18,032	N/A	555,158	N/A
8		Black	Direct		N/A	592,961	N/A	592,961	N/A
9		Hispanic	Direct	4,550	N/A	728,444	N/A	732,994	N/A
10		Native American	Direct		N/A		N/A		N/A
11		Other	Direct		N/A		N/A		N/A
12		Total Minority Women	Direct	541,676	N/A	1,339,437	N/A	1,881,113	N/A
13	Total Minority Business Enterprise (MBE)		Direct	3,691,196	N/A	2,494,707	N/A	6,184,820	N/A
14	Women Business Enterprise (WBE)		Direct	3,654,124	N/A	1,244,382	N/A	4,898,506	N/A
15	Subtotal Women, Minority Business Enterprise (MWBE)		Direct	7,345,320	N/A	3,739,089	N/A	11,083,326	N/A
16	Service Disabled Veteran Business Enterprise (DVBE)		Direct		N/A		N/A		N/A
17	TOTAL WMDVBE		Direct	7,345,320	N/A	3,739,089	N/A	11,083,326	N/A
18	Net Procurement					\$85,542,648			
19	Total Procurement					N/A			
20	Total Service					N/A			
21	Net Procurement					\$85,542,648			

Percentage for "Products" expenditures are WMDBE compared to "total Product Procurement" Expenditures are N/A
 Percentage for "Services" expenditures are WMDBE compared to "total Services Procurement" Expenditures are N/A
 Percentage for "Total" expenditures are WMDBE compared to "Net Procurement" Expenditures are N/A

UTILITY SUPPLIER DIVERSITY PROCUREMENT BY SUBCONTRACTORS PRODUCTS & SERVICES

				Products		Services		Total	
			Sub	\$	%	\$	%	\$	%
1	Minority	Asian-Pacific	Sub		N/A		N/A		N/A
2	Male	Black	Sub		N/A		N/A	0	N/A
3		Hispanic	Sub	176,290	N/A	7,100	N/A	183,390	N/A
4		Native American	Sub		N/A		N/A		N/A
5		Other	Sub		N/A		N/A		N/A
6		Total Minority Men	Sub	176,290	N/A	7,100	N/A	183,390	N/A
7	Minority	Asian-Pacific	Sub		N/A		N/A		N/A
8	Female	Black	Sub		N/A	4,281	N/A	3,066	N/A
9		Hispanic	Sub	99,365	N/A	16,392	N/A	115,757	N/A
10		Native American	Sub		N/A		N/A		N/A
11		Other	Sub		N/A		N/A		N/A
12		Total Minority Women	Sub	99,365	N/A	20,673	N/A	118,823	N/A
13	Total Minority Business Enterprise (MBE)		Sub	275,655	N/A	27,773	N/A	303,428	N/A
14	Women Business Enterprise (WBE)		Sub		N/A	39,024	N/A	39,024	N/A
15	Subtotal Women, Minority Business Enterprise (MWBE)		Sub	275,655	N/A	66,797	N/A	342,452	N/A
16	Service Disabled Veteran Business Enterprise (DVBE)		Sub		N/A		N/A		N/A
17	TOTAL WMDVBE		Sub	275,655	N/A	66,797	N/A	342,452	N/A
18	Net Procurement		\$85,542,648						

Percentage for "Products" expenditures are WMDBE compared to "total Product Procurement" Expenditures are N/A
 Percentage for "Services" expenditures are WMDBE compared to "total Services Procurement" Expenditures are N/A
 Percentage for "Total" expenditures are WMDBE compared to "Net Procurement" Expenditures are N/A

WMDVBE PROCUREMENT BY STANDARD INDUSTRIAL CLASSIFICATIONS - DETAIL

Line No.	SIC Category		Asian Minority Men	Asian Minority Woman	Black Minority Men	Black Minority Woman	Hispanic Minority Men	Hispanic Minority Woman	Native Amer. Minority Men	Native Amer. Minority Woman	Other Minority Men	Other Minority Woman	Total Minority Men	Total Minority Woman	Minority Business Enterprises (MBE)	Woman Business Enterprises (WBE)	Sub-Total Woman Minority Business Enterprises (WMBE)	Service Disabled Veteran Business Enterprises (DVBE)	Total WMDVBE	Total Expenditure
1	8—FORESTRY	\$ %	-	-	-	-	- 97,324	-	-	-	-	-	-	97,324	-	-	97,324	-	97,324	
2	15—GENERAL BUILDING CONTRACTORS	\$ %	-	-	-	-	224,026 337,318	73,621	-	-	-	-	297,647	337,318	634,965	124,558	759,523	-	759,523	
3	16—HEAVY CONSTRUCTION, EXCEPT BUILDING	\$ %	-	-	-	-	446,579	-	-	-	-	-	446,579	-	446,579	-	446,579	-	446,579	
4	17—SPECIAL TRADE CONTRACTORS	\$ %	-	-	-	-	55,105	-	-	-	-	-	55,105	-	55,105	6,170	61,275	-	61,275	
5	25—FURNITURE AND FIXTURES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
6	26—PAPER AND ALLIED PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
7	27—PRINTING AND PUBLISHING	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	253,270	253,270	-	253,270	
8	28—CHEMICALS AND ALLIED PRODUCTS	\$ %	243,585	537,126	-	-	-	-	-	-	-	-	243,585	537,126	780,711	-	780,711	-	780,711	
9	29—PETROLEUM AND COAL PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	1,661	1,661	-	1,661	
10	30—RUBBER AND MISC. PLASTIC PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
11	31—LEATHER AND LEATHER PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12	32—STONE, CLAY, AND GLASS PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
13	33—PRIMARY METAL INDUSTRIES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
14	34—FABRICATED METAL PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
15	35—INDUSTRIAL MACHINERY AND EQUIPMENT	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16	36—ELECTRONIC & OTHER ELECTRIC EQUIPMENT	\$ %	583	-	-	-	-	-	-	-	-	-	583	-	583	-	583	-	583	
17	37—TRANSPORTATION EQUIPMENT	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
18	38—INSTRUMENTS AND RELATED PRODUCTS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	5,394	5,394	-	5,394	
19	39—MISC. MANUFACTURING INDUSTRIES	\$ %	500	-	21,545	-	-	-	-	-	-	-	22,045	-	22,045	235	22,280	-	22,280	
20	42—TRUCKING AND WAREHOUSING	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
21	43—U.S. POSTAL SERVICE	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	44—WATER TRANSPORTATION	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
23	45—TRANSPORTATION BY AIR	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
24	46—PIPELINES, EXCEPT NATURAL GAS	\$ %	-	-	-	-	3,027,528	-	-	-	-	-	3,027,528	-	3,027,528	2,754,980	5,782,508	-	5,782,508	
25	47—TRANSPORTATION SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
26	48—COMMUNICATION	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	825,055	825,055	-	825,055	
27	49—ELECTRIC, GAS, AND SANITARY SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	55,654	55,654	-	55,654	
28	50—WHOLESALE TRADE - DURABLE GOODS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

WMDVBE PROCUREMENT BY STANDARD INDUSTRIAL CLASSIFICATIONS - DETAIL (CONT.)

Line No.	SIC Category		Asian Minority Men	Asian Minority Woman	Black Minority Men	Black Minority Woman	Hispanic Minority Men	Hispanic Minority Woman	Native-Amer. Minority Men	Native-Amer. Minority Woman	Other Minority Men	Other Minority Woman	Total Minority Men	Total Minority Woman	Minority Business Enterprises (MBE)	Woman Business Enterprises (WBE)	Sub-Total Woman Minority Business Enterprises (WMBE)	Service Disabled Veteran Business Enterprises (DVBE)	Total WMDVBE	Total Expenditure
29	51—WHOLESALE TRADE - NONDURABLE GOODS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
30	52—EATING AND DRINKING PLACES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
31	53—GENERAL MERCHANDISE STORES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
32	54—FOOD STORES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
33	55—AUTOMOTIVE DEALERS & SERVICE STATIONS	\$ %	-	-	-	-	-	-	139	-	-	-	139	-	139	141,342	141,481	-	141,481	
34	56—APPAREL AND ACCESSORY STORES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
35	57—FURNITURE AND HOMEFURNISHINGS STORES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
36	58—EATING AND DRINKING PLACES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	479,899	479,899	-	479,899	
37	59—MISCELLANEOUS RETAIL	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
38	60—DEPOSITORY INSTITUTIONS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
39	62—SECURITY AND COMMODITY BROKERS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
40	63—INSURANCE CARRIERS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
41	64—INSURANCE AGENTS, BROKERS, & SERVICE	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
42	65—REAL ESTATE	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	97,765	97,765	-	97,765	
43	67—HOLDING AND OTHER INVESTMENT OFFICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
44	70—HOTELS AND OTHER LODGING PLACES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
45	72—PERSONAL SERVICES	\$ %	-	-	-	-	-	293,802	-	-	-	-	-	293,802	293,802	-	293,802	-	293,802	
46	73—BUSINESS SERVICES	\$ %	29,394	-	474,795	-	57,445	-	-	-	-	-	504,189	57,445	561,634	122,668	684,302	-	684,302	
47	75—AUTO REPAIR, SERVICES, AND PARKING	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
48	76—MISCELLANEOUS REPAIR SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
49	81—LEGAL SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	45	45	-	45	
50	82—EDUCATIONAL SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
51	83—SOCIAL SERVICES	\$ %	-	-	-	174,121	-	-	-	-	-	-	-	174,121	174,121	-	174,121	-	174,121	
52	84—MUSEUMS, BOTANICAL, ZOOLOGICAL GARDENS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
53	86—MEMBERSHIP ORGANIZATIONS	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
54	87—ENGINEERING & MANAGEMENT SERVICES	\$ %	-	-	-	-	-	-	-	-	-	-	-	-	-	9,528	9,528	-	9,528	
55	89—SERVICES (NOT ELSEWHERE, CLASSIFIED)	\$ %	39,651	18,032	-	-	7,000	4,550	-	-	-	-	46,651	22,582	69,233	20,272	89,505	-	89,505	

2 DIGIT STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODES

AGRICULTURE, FORESTRY AND FISHING 08 — FORESTRY

CONSTRUCTION 15 — GENERAL BUILDING CONTRACTORS 16 — HEAVY CONSTRUCTION, EXCEPT BUILDING 17 — SPECIAL TRADE CONTRACTORS

MANUFACTURING 25 — FURNITURE AND FIXTURES 26 — PAPER AND ALLIED PRODUCTS 27 — PRINTING AND PUBLISHING 28 — CHEMICALS AND ALLIED PRODUCTS 29 — PETROLEUM AND COAL PRODUCTS 30 — RUBBER AND MISC. PLASTICS PRODUCTS 31 — LEATHER AND LEATHER PRODUCTS 32 — STONE, CLAY, AND GLASS PRODUCTS 33 — PRIMARY METAL INDUSTRIES 34 — FABRICATED METAL PRODUCTS 35 — INDUSTRIAL MACHINERY AND EQUIPMENT 36 — ELECTRONIC & OTHER ELECTRIC EQUIPMENT 37 — TRANSPORTATION EQUIPMENT 38 — INSTRUMENTS AND RELATED PRODUCTS 39 — MISC. MANUFACTURING INDUSTRIES

TRANSPORTATION, COMMUNICATIONS, ELECTRIC, GAS, AND SANITARY SERVICES 42 — TRUCKING AND WAREHOUSING 43 — U.S. POSTAL SERVICE 44 — WATER TRANSPORTATION 45 — TRANSPORTATION BY AIR 46 — PIPELINES, EXCEPT NATURAL GAS 47 — TRANSPORTATION SERVICES 48 — COMMUNICATION 49 — ELECTRIC, GAS, AND SANITARY SERVICES

WHOLESALE TRADE 50 — WHOLESALE TRADE - DURABLE GOODS 51 — WHOLESALE TRADE - NONDURABLE GOODS

RETAIL TRADE 52 — EATING AND DRINKING PLACES 53 — GENERAL MERCHANDISE STORES 54 — FOOD STORES 55 — AUTOMOTIVE DEALERS & SERVICE STATIONS 56 — APPAREL AND ACCESSORY STORES 57 — FURNITURE AND HOME FURNISHINGS STORES 58 — EATING AND DRINKING PLACES 59 — MISCELLANEOUS RETAIL

FINANCE, INSURANCE, AND REAL ESTATE 60 — DEPOSITORY INSTITUTIONS 62 — SECURITY AND COMMODITY BROKERS 63 — INSURANCE CARRIERS 64 — INSURANCE AGENTS, BROKERS, & SERVICE 65 — REAL ESTATE 67 — HOLDING AND OTHER INVESTMENT OFFICES

SERVICES 70 — HOTELS AND OTHER LODGING PLACES 72 — PERSONAL SERVICES 73 — BUSINESS SERVICES 75 — AUTO REPAIR, SERVICES, AND PARKING 76 — MISCELLANEOUS REPAIR SERVICES 81 — LEGAL SERVICES 82 — EDUCATIONAL SERVICES 83 — SOCIAL SERVICES 84 — MUSEUMS, BOTANICAL, ZOOLOGICAL GARDENS 86 — MEMBERSHIP ORGANIZATIONS 87 — ENGINEERING & MANAGEMENT SERVICES 89 — SERVICES (NOT ELSEWHERE, CLASSIFIED)



The majority legal firms (non-diverse) that report their inclusion of diversity back to GSWC, on dollars spend, resulted in a .11 percent DBE utilization. This includes their diverse partners and associates within the majority firms.

We will continue to focus on exploring opportunities for Diverse Law Firms in 2013 by hosting a “Getting Acquainted Forum.

The chart below reflects data from our majority legal firms, which includes attorney and paralegal time spent, that we paid for in 2012.

ATTORNEY TIME BILLED

Line No.			Total \$
1	All Men		\$6,115,056
2	Minority Men	Asian Pacific	\$ 24,478
3		Black	
4		Hispanic	
5		Native American	
6		Multi-Ethnic	
7		Total Minority Men	\$ 24,478
8	All Women		
9	Minority Women	Asian Pacific	\$ 22,140
10		Black	
11		Hispanic	
12		Native American	
13		Multi-Ethnic	\$124,048
14		Total Minority Women	\$146,840
15	Total Minority		\$170,666
16	Non-Minority Women		\$461,840
17	Service-Disabled Veteran		
18	Total Minority, Non-Minority Women & Veterans		\$632,506

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9.1.3 Itemization of WMDVBE Expenses



PROGRAM EXPENSES

Expense Category	2012
Wages	\$ 95,949
Other Employment Expenses	\$ 74,202
Program Expenses	\$ 442
Reporting Expenses	\$ 0
Training	\$ 4,741
*Consultants	\$ 5,766
**Other	\$ 29,082
Total	\$ 209,182

** Includes cost for the CPUC Supplier Clearinghouse*

*** GSWC's portion of expenses captured and disbursed by CWA for Class A Water Company's USDP.*

9.1.4 Description of Progress in Meeting or Exceeding Set Goals

PROGRESS IN MEETING OR EXCEEDING SET GOALS

Category	Current Year Results	CPUC GO 156 Goals
Minority Men	5.2%	10%
Minority Women	2.4%	5%
Minority Business Enterprise (MBE)	7.6%	15.0%
Minority Business Enterprise (WBE)	5.8%	5.0%
Service Disabled Veteran Business Enterprises (DVBE)	0	1.5%
Total WMDVBE	13.4%	21.5%

The overall goal is consistent with the CPUC General Order 156 to achieve 15% minority, 5% women and 1.5% service- disabled veteran businesses totaling 21.5%. We are progressing towards that goal. We will continue to seek qualified DBE vendors in all categories of procurement.

CERTIFIED SUPPLIERS RECEIVING PAYMENTS

Dollars Paid to Certified Suppliers in 2011 \$11,549,881	Dollars Paid to Certified Suppliers in 2012 \$11,425,773
No. of Vendors Paid in 2011 55	No. of Vendors Paid in 2012 57
No. of First Time Vendors Paid in 2011 6 – Represents 1%	No. of First Time Vendors Paid in 2012 16 – Represents 3%

9.1.5 Summary of Prime Contractor Utilization of WMDVBE Subcontractors

	Minority Male	Minority Female	Minority Business Enterprise (MBE)	Women Business Enterprise (WBE)	Women Minority Business Enterprise (WMBE)	Service-Disabled Veterans Enterprise (SDVBE)	Total WMDVBE
Direct \$	\$4,246,262	\$1,944,186	\$4,805,969	\$4,892,874	\$1,384,478	\$ -	\$11,083,321
Subcontracting \$	\$ 183,390	\$ 120,038	\$ 183,390	\$ 39,024	\$ 120,038	\$ -	\$ 342,452
Total \$	\$4,429,652	\$2,064,224	\$4,989,359	\$4,931,898	\$1,504,516	\$ -	\$11,425,773
Direct %	5.0%	2.3%	5.6%	5.7%	1.6%	0.0%	13.0%
Subcontracting %	0.2%	0.1%	0.2%	0.0%	0.1%	0.0%	0.4%
Total %	5.2%	2.4%	5.8%	5.8%	1.8%	0.0%	13.4%
Net Procurement**							\$85,542,648

**** Note: Net Procurement includes purchase orders and non-purchase orders.**

GSWC continues to inform our Prime Suppliers about our subcontracting program. We have participated in two contractor meetings where we invite our prime and subcontractors. These meetings were held in Northern California and Southern California.





9.1.6 List of WMDVBE Complaints

Golden State did not receive any complaints formal or otherwise in 2012.

9.1.7 Description of Excluded Categories

The amount shown in Table 9.1.2 in the Exclusions line, \$91,294,884, is the total of payments made in the categories of Costs of Obtaining Water Supply, Purchased Power, and Replenishment Fees (pump taxes).

Other categories subject to Section 8.9, Other Utilities, Taxes, Franchise Fees, and Postage, have not been included in the Gross Procurement.

The reporting of these categories as Exclusions in Table 9.1.2 by water companies is intended to provide information to staff regarding these

categories. This procurement reporting for water companies results from workshops convened by the Commission's USDP Staff, pursuant to Ordering Paragraph No. 4 of D.11-05-019 (in R.09-07-027), and subsequent additional discussions, in order for the staff and utilities to reach a common understanding of what is to be reported as a result of the amendments to General Order 156 and to address and resolve any confusion regarding adapting water companies' procurement reporting to the General Order 156 requirements.

9.1.8 Description of Efforts to Recruit WMDVBE Suppliers

Golden State Water Company continue to evaluate how we recruit new Diverse Suppliers and focus on specific areas of

opportunities by involving all sourcing personnel responsible for issuing contracts. We evaluated areas where there was little or no spend with DBEs and focus on outreach events to recruit and establish relationships to make sure they are included in every possible sourcing opportunity.

Our annual Business Opportunity Fair was one of the vehicles we utilized. We invited our Prime and Sub-Contractors to participate in workshops and networking with each other. Our decision makers were on hand from Engineering, Regulatory Affairs, Asset Management, Procurement and Human Capital to provide matchmaking opportunities.

We continued to work with the CPUC Small Business Liaison, California Utilities Diversity Council, Service Disabled Veteran's Elite and Alliance Network, and all Community -Based Organizations throughout the state.

GO 156 OIR SCORECARD

Year	UTILITY	Capacity Building & Technical Assistance	Mentor Program	Employee Education on Supplier Diversity	Outreach & Comm. On Supplier Diversity	Mandatory requirement of sub-contract	Number of New Vendors (Given Year)	Total value - contracts awarded under \$1M	Number of contracts to vendors who are under \$1M	Number of contracts to vendors who are \$1 - \$5 M	Number of contracts to vendors who are over \$5 M
2011	Golden State Water	No	No	Yes	Yes	No	55	3,465,897	51	4	N/A
2012	Golden State Water	Yes	No	Yes	Yes	No	57	7,238,283	55	2	N/A

To ensure GSWC is fully compliant with all of the GO 156 requirements, information provided in the scorecard reflects where we are on each of the areas referenced.

2012 ANNUAL PLAN

10.1.1 WMDVBE Short, Mid and Long Term Goals

Category	2012 Current Goals	2013 Goals	2014 Goals
Minority Owned	7.6%	9.5%	10.0%
Woman Owned	5.8%	5.0%	6.0%
Service Disabled Veteran	0%	0.5%	1.0%
Total	13.4%	15.0%	17.0%

Short – Term Goals

GSWC will continue to focus on internal and external outreach efforts and partnership with other utilities, Community- Based Organizations and encourage our primes to support the second tier initiatives by utilizing Diverse Business Enterprise (DBE) Subcontractors. We will continue to enhance our Technical Assistance and Capacity Building. This will include working with our DBEs to understand the uniqueness of the water industry,

how to respond to RFPs and work to help them through the certification process.

Co- hosting the annual Business Opportunity Fair with CWA’s USDP committee and hosting GSWC’s annual Contractor Meeting to bring our Prime and Subcontractor together. We continue to educate our Primes on the importance of our diversity program and the benefits of the bottom-line. Our pipeline of subcontractors that are “shovel ready” to work with the primes or directly with GSWC is growing.

Mid and Long – Term Goals

We contracted with Latrice Wooldridge CEO of Excelerate Consulting to work with us to implement the framework outlined below.

- Strategically leverage our resources and manage outreach opportunities, including training for a measurable ROI.
- Develop and implement an executive engagement model.
- Develop and implement a communication plan to promote awareness.

and buy-in for both internal and external stakeholders utilizing the CWA Public Information Team.

The timeline to implement each of the above will begin in 2013 and will be in place by 2014.

10.1.2 WMDVBE Planned Internal/ External Activities

INTERNAL

The Supplier Diversity Manager plans to;

- Host meeting with potential Vendors/Contractors matched with the VPs and Management or sourcing representative for all procurement areas.
- Strengthen internal communication and relationships to encourage

support from all business units for our diversity program.

- Assure we are utilizing our database for inclusion of all vendors.
- Continue to work with the procurement team to develop our prime/ subcontracting initiative.
- Participation from employees in many of our outreach events.
- Provide more recognition of our employees for their support of the program.
- Host a meeting with each of the CBOs to see how we can better work together.

EXTERNAL

The Supplier Diversity Manager plans to;

- Continue to update the outreach calendar to includes all CUDC member's major events.
- Support each of the CUDC members annual events when possible.

- Take advantage of outside training that support leadership and diversity initiatives.
- Support the CPUC and Small Business Expos.
- Continue as Advisory Council for several CBOs.

10.1.3 Plans for Recruiting WMDVBE in Low Utilization Areas

Golden State Water Company will continue to identify opportunities in areas such as legal, finance, and consulting services. We will continue to support the CPUC 's outreach efforts to increase opportunities in low utilized areas when possible and work with the CUDC, CBOs, and Joint Utilities to help increase more opportunities for DBEs.



10.1.5

Plans for Encouraging Primes to Engage in Subcontracting

SUBCONTRACTING

Our subcontracting efforts by our Primes will require us to strengthen our language from previous verbiage included in our RFPs. We do encourage Primes with contracts over \$250K to use DBE suppliers, although most do not.

The low responses from our Primes to report back, as requested, on “their diversity reports” will require GSWC to add a special clause making their report to us a contractual requirement, regardless of the number of diverse suppliers they utilize.

10.1.6

Program Compliance with WMBDVE Program Guidelines

Golden State Water Company will continue its efforts to meet or exceed requirements as stipulated under General Order 156.



TABLES

Table A USDP Calendar of Collective Activities
Water Companies USDP Activities For 2012

JANUARY

USDP Monthly Meeting @ Anaheim, *January 6*
CWA Director's Meeting @ San Jose, *January 12*
CUDC Monthly Meeting @ Livermore, *January 13*
SAPCOC Awards Dinner @ Sacramento, *January 20*
CPUC/State Legislators @ Los Angeles, *January 20*
LBA Luncheon Awards @ Los Angeles, *January 24*

FEBRUARY

USDP Capacity Building and Tech Support @ Anaheim, *February 2*
LA Chapter Elite SDVOB Vet Small Business Expo @ Long Beach, *February 8*
CWA Director's Meeting @ San Francisco, *February 10*
CUDC Monthly Meeting @ WebEx, *February 10*
USDP Monthly Meeting @ San Jose, *February 15*
SCMSDC Minority Business Opportunity Day @ City of Industry, *February 23*
Business Matchmaking Opportunity @ San Jose, *February 23*
MWD Connect 3 MET @ Monrovia, *February 24*

MARCH

American Indian 26th Annual Res. @ Las Vegas, *March 1*
CPUC/Joint Utilities/PG&E Diverse & Small Business Contracting @ Sacramento, *March 8*
CUDC Monthly Meeting @ Irwindale, *March 9*
CWA Director's Meeting @ Manhattan Beach, *March 15*
CPUC Capacity Building & Tech Support, San Francisco, *March 19*
USDP Monthly Meeting @ W. Covina, *March 21*
CALBCC African American Leadership @ Sacramento, *March 29 – 31*



APRIL

NCMSDC Annual Gala @ San Francisco, *April 6*
USDP – Capacity Building & Tech. Support @ Anaheim, *April 11*
CWA Director’s Meeting @ Ontario, *April 12*
CPUC/AT&T Small Business Expo @ Irvine, *April 12*
CUDC Monthly Meeting @ WebEx, *April 13*
Joint Utilities Quarterly Meeting @ San Francisco, *April 17*
AABE 35th Annual Conference @ Long Beach, *April 17 – 20*
USDP Monthly Meeting @ San Francisco, *April 18*
CPUC Procurement Expo @ Inland Empire, *April 20*
Greenlining Economic Summit @ Los Angeles, *April 20*
SDMBDC Supplier Diversity Week @ San Diego, *April 30*



MAY

ABA Small Business Exchange @ City of Industry, *May 10*
CUDC Monthly Meeting @ San Francisco, *May 11*
CAHCC Annual Legislative Summit @ Sacramento, *May 14 – 15*
KTP DVBE Business Alliance @ Los Angeles, *May 14 – 15*
CWA Director’s Meeting @ Valencia, *May 15*
USDP Monthly Meeting @ Downey, *May 16*
EEI Annual Diversity Conference @ Palm Springs, *May 23 – 25*
CWA Water Awareness Day @ San Francisco, *May 24*



JUNE

Black Business Council Annual Economic Conference @ Oakland, *June 6*
CWA Spring Conference @ Sacramento, *June 6 – 8*
CUDC Monthly Meeting @ WebEx, *June 8*
California Small Business Day/California Legislature @ Sacramento, *June 11*
AICOC Autry Museum Luncheon @ Los Angeles, *June 14*
WBENC 2012 National Conference @ Orlando, FL, *June 19 – 21*
CUDC Advertising & Media Forum @ Los Angeles, *June 22*
USDP Monthly Meeting @ San Jose, *June 26*
USDP Annual Contractors Meeting @ San Ramon, *June 27*

Table A USDP Calendar of Collective Activities
Water Companies USDP Activities For 2012 (cont.)

JULY

CWA Budget Planning @ Yosemite, *July 10 – 11*
 CUDC Monthly Meeting @ San Francisco, *July 13*
 Joint Utilities Meeting @ Coronado, *July 17*
 SDVOB National Convention @ Las Vegas, *July 18 – 19*
 AICOC Annual Business Expo @ Rancho Mirage, *July 22 – 24*
 USDP Monthly Meeting @ Coronado, *July 25*

AUGUST

CWA Director's Meeting @ Coronado, *August 9*
 NCMSDC Opportunity Expo @ Santa Clara, *August 9*
 CALBCC Ron Brown Annual Conference @ San Diego, *August 9 – 11*
 CUDC Monthly Meeting @ WebEx, *August 10*
 CAHCC Annual Convention @ San Diego, *August 15 – 17*
 LBA Conference and Award Gala @ Burbank, *August 16*
 USDP Monthly Meeting @ San Francisco, *August 22*
 New Conn Symposium Diverse Financial Services @ Pasadena, *August 24*
 Elite SDVOB/SL Hare Honoring Gwen Moore @ Pasadena, *August 24*

SEPTEMBER

WBEC West Annual Conference @ San Diego, *September 6 – 7*
 CWA Director's Meeting @ Sacramento, *September 6*
 USDP Monthly Meeting @ Fontana, *September 11*
 USDP Annual Contractor Meeting @ Rancho Cucamonga, *September 12*
 US Hispanic Chambers National Conference @ Los Angeles, *September 16 – 18*
 CUDC Monthly Meeting @ Los Angeles, *September 21*
 Congressional Black Caucus Annual Conference @ Washington, DC, *September 19 – 22*



OCTOBER

CAPCC & ABA Statewide Conference, @ Los Angeles, *October 1 – 2*
Diversity Reception – Law Firms @ Los Angeles, *October 3*
CWA Director's Meeting @ Fontana, *October 3*
CPUC En Banc @ Los Angeles, *October 4*
Joint Utilities Meeting @ San Ramon, *October 8*
BBA Procurement Exchange Summit @ Los Angeles, *October 11*
Black Economic Council Bridge Builder Luncheon @ Oakland, *October 16*
USDP Monthly Meeting @ San Jose, *October 17*
CPUC/CWA Small Business Expo @ Mountain View, *October 18*
SDVOB SD Annual Network & Fundraiser @ San Diego, *October 23*
NMSDC Annual Conference @ Denver, CO, *October 28 – 31*
CWA Annual Conference @ Monterey, *October 30 – 31*



NOVEMBER

CWA Director's Meeting @ Monterey, *November 1*
CUDC Monthly Meeting @ Ontario, *November 9*
USDP Monthly Meeting @ Ontario, *November 9*
Regional Hispanic Institute, Mujeres del 2012 Awards Gala @ Long Beach, *November 10*
NARUC Annual Conference @ Baltimore, MD, *November 11 – 14*
AICOC Heritage Month Luncheon @ Anaheim, *November 15*
LA Elite SDVOB @ Downey, *November 29*



DECEMBER

Region Event Business Matchmaking @ Pasadena, *December 13*
CUDC Monthly Meeting @ WebEx, *December 14*
USDP Monthly Meeting @ San Dimas, *December 20*



Table B Community Organizations and Affiliations 2012 Golden State Water Based Participation

Los Angeles Chapter of Elite Network Monthly Meeting, *January 31*
USDP Workshop on Tier 1 Assistance and Capacity Building Workshop, *February 22*
American Indian Chambers Advisory Council Meeting, *February 12 – 15*
Los Angeles Chapter of Elite Network Monthly Meeting, *April 13*
The LA Chapter Elite SDVOB Network, *May 7*
ABA Small Business Exchange, City of Industry, *May 10*
AICOC Luncheon, *June 4*
Congressional Black Caucus, Washington, DC, *September 19 – 23*
New Connection Symposium – Diverse Financial Services, *August 24*
CWA Annual Winter Meeting , Monterey CA, *November 30 – December 1*
Southern California Visionaries Awards (So Calif. Network Luncheon), *December 4*
NAACP 24th Annual State Convention, San Mateo, CA, *October 21*
ABA Membership Appreciation Night, *December 4*
Utilities Town Hall Meeting, Los Angeles, CA, *December 10*
Annual Toy Drive – Assemblyman Mike Davis, *December 19*
Annual Toy Drive – State Senator Curren Price, *December 13*



Other Affiliations/Membership 2012

Event	Sponsor
California Utilities Diversity Council	<i>Procurement/Government Committee</i>
Asian Business Association	<i>Advisory Council</i>
American Indian Chamber of Commerce	<i>Advisory Council</i>
California Small Business Expo	<i>Matchmaking</i>
Disabled Veteran Business Alliance	<i>Advisory Council</i>
Sacramento Asian Pacific Chamber of Commerce	<i>Membership</i>
California Black Chamber of Commerce	<i>Advisory Council</i>
California Hispanic Chamber of Commerce	<i>Advisory Council</i>



Table C California Water Association USDP Representatives 2012 CWA USDP Committee Representatives

Emma Maxey (<i>Chairperson</i>)	Golden State Water Company
Sharun Carlson	California Water Association
Jack Hawk	California Water Association
Charmaine Jackson	San Jose Water Company
Palle Jensen	San Jose Water Company
Stephanie Swenseid	Suburban Water System
Bob Kelly	Suburban Water System
Holley Joy	California American Water
Bob Nicholson	San Gabriel Valley Water Company
Rick Swift	San Gabriel Valley Water Company
Vicky Mount	California Water Service Company
John Tootle	California Water Service Company
Danny Rodriguez	Park Water



Golden State
Water Company
A Subsidiary of American States Water Company



2012 Annual Report Prepared By

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